<u>Tips for Giving Effective Feedback</u>

Effective feedback:

1. Is **specific**
   Effective: "The presentation you gave today was comprehensive, clear, and engaging. I like how you tied your points to specific parts of the budget."
   Not Effective: "Good presentation."

2. Is **focused on a behavior**, not a person or his intentions
   Effective: "I've noticed you've been coming late to our morning meetings on a consistent basis. This is affecting the team's ability to get started on time, stay on point, and work together as a team."
   Not Effective: "You are inconsiderate."

3. Allows for **discussion**
   Effective: Give the person receiving constructive feedback an opportunity to explain the behavior in case there is a misunderstanding. Ask, "Is there something I am not aware of that is causing this? Is there something I can do to help make this a priority for you?" They may be unable to get to an 8 a.m. meeting on time because they have conflicting responsibilities.

4. Is **sincere** and provided in the spirit to be **helpful**
   Effective: Remind employees that their development is important to you and you want to help them learn and grow. Feedback—both positive and constructive—can be seen as a gift you are giving the individual (oftentimes people do not realize their behavior is a problem). They appreciate being told respectfully and with their best interests in mind.

5. Is **well timed**
   Effective: Whether the feedback is positive or constructive, provide the information to the employee as close to the event as possible. If you are giving constructive feedback, ensure it is done in a private area, free of interruptions. Feedback should be delivered throughout the year and highlighted again during the Performance Appraisal discussion. The year end process is not intended to be a time when an employee receives feedback from the entire year that they have not previously discussed.

6. **Outlines solutions**
   Effective: Clearly state the behavior change you want to see. Engage the employee in a discussion to help troubleshoot ways they can reach the desired behavior. If this doesn't work, be prepared with recommendations for how the person might make the adjustment.

7. **Describes the consequences**
   Depending upon the severity of the behavior, it is generally better to delineate the positive consequences for a change in behavior.
   Effective/Positive: "If you arrive on time to our meetings, the team can be more productive and your colleagues will be more supportive of you."
   Not Effective/Negative: "If you continue to be late, you will be taken off the project." (Assuming no new information was discovered in Step 3.)

8. Is **understood** by the recipient
   Effective: Use active listening and feedback loops such as asking questions or observing changed behavior.

9. Is **provided frequently**
   Effective: At a minimum, all managers should have quarterly check-ins with each employee. Regular feedback should be provided to employees and does not have to be during scheduled one-on-one discussions. No employee should be surprised by the feedback you provide during the final performance appraisal discussion.

If you are uncomfortable delivering difficult feedback to an employee, please contact HR and we will help you prepare for the discussion.